

Memorandum



Date: August 20, 2004

To: Judi Zito, Chief Information Officer

From: Hilda M. Fernandez, Director, Communications *Hilda M. Fernandez*

Subject: Summer Study: Communications Department Re-Organization to Support Countywide Image/branding initiative

Introduction:

The goal of the Miami-Dade County Communications Department is to bring government closer to residents by advertising and promoting the programs, projects and policies of our government among its internal and external customers through appropriate communications channels. To that end, on April 13, 2004, the Board of County Commissioners approved the new, refreshed County Logo, and adopted the County's vision statement. A Branding Style Guide defining the approved uses of the logo was also adopted. While the initial focus and energy has surrounded the establishment of a standard brand look, via a logo, the refreshed logo forms only a small part of an overall branding initiative designed to proactively promote and educate the community on the array of County services and programs we provide. Establishing a "brand" presence requires a multi-disciplinary approach that includes the participation of the Employee Relations Department, OSBM, Team Metro, ETSD, unions and the Communications Department. The launching of our Strategic Plan, and the Community Scorecard, provides the natural opportunity and link to a marketing initiative that builds on how we are fulfilling the community's expectations.

Current Situation:

The Miami-Dade County Communications Department currently has 59 approved positions (see Attachment 1 – Current Staffing Chart). The Department is broken down, as follows:

- Director's Office: Overall administrative oversight & policy development; official County spokesperson
- Assistant Director's Office: Oversees administrative functions for the department; serves as principal liaison with the Board of County Commissioners relating to media support; oversees departmental functions that provide internal/external support (e.g. Graphics)
- Television Production Services: Responsible for the programming on our government access channel; writes, produces and edits various shows for airing includes covering events for use in programming); produces public service announcements (video and audio); provides dubs; airs all Commission Meetings; provides production support to special events (NOTE: MDTV has assumed coordination of all audio/visual needs of the Commission Chambers from GSA. Two positions have been transferred to Communications to provide this support)
- Media Resource Services: Processes media inquiries and public records requests; handles ad placement (legal and promotional) and media buys (radio/print/TV); produces internal and external newsletter, press releases/media advisories, written statements and columns; coordinates efforts of all other PIO's; key role in crisis management, including emergency activations
- Special Events Services: Coordinates large scale events; assists in the management of the in-kind program; special projects; coordinates photography services
- Government Protocol Services: Produces all protocol documents for the County; presents protocol documents, as needed; provides translation services for documents and official meetings (state- and federally-certified translators); oversees the Employee Recognition Program

- Out-stationed: Five out-stationed employees provide support to the Chair's office (1) and Mayor's office (4)

Under the current structure, marketing responsibilities are handled by the Media Resource Services Division. While the Media Resources Division has provided excellent support to special initiatives, such as the 2004 Elections, due to the large volume of media requests (interviews, public records, etc.), crisis management needs and the current staffing levels (further impacted by the out-stationing of two current employees), the Division has been unable to implement a consistent and cohesive marketing plan that proactively promotes the County and its many programs and services. In addition, coordination with other Departmental marketing initiatives is minimal, with the exception of support typically provided by the Communications Department (e.g. photography, graphics, blast email/fax of press release, etc.). Even with all positions occupied and present, the workload demands are such that implementing a comprehensive, countywide marketing program would impact other priority and/or time sensitive activities. Further, no marketing strategy exists that defines goals, objectives and desired outcomes for our overall, countywide marketing efforts.

In undertaking this review, the Department re-visited the Department's Table of Organization ten years ago (93-94) to determine how marketing efforts were supported (see Attachment 2). In 93-94, the Department consisted of three main Divisions: Audio/Visual Services (TV), Media Relations (including BCC Liaison) and Public Affairs (marketing). The Sister Cities Program was also under the purview of the Department. The Public Affairs Division was charged with generating positive exposure for the County, and provided marketing plans and strategies to individual departments or departmental programs. Clearly, the current-day Communications Department has assumed additional responsibilities, including the Protocol documents section, translations, Employee Recognition, Dial-a-Life and mandated programs, such as the Community Periodicals and Am Radio. Support to constitutional officers has also increased.

A review of our current staffing levels and priorities was undertaken by senior departmental staff. The goal of the exercise was multi-pronged:

- 1 - Identify existing areas that logically support marketing efforts
- 2 - Expose gaps in our organizational structure that impact our ability to effectively communicate our marketing message
- 3 - Identify new and/or unmet demands that logically support a comprehensive marketing strategy
- 4 - Recommend organizational changes in a manner that is cost-efficient

The following was derived from the exercise:

1. Identify existing areas that logically support marketing efforts:
Support for marketing efforts is provided directly or indirectly through various divisions/sections, such as graphics, media relations, advertising, MDTV, photography, translation services and special events. However, the current organizational structure does not appear to group activities in a manner that permits focused attention. There are also lost opportunities in not better coordinating the activities of the advertising section, and not maximizing the potential of the In-Kind program.
2. Expose gaps in our organizational structure
The lack of an effort focused exclusively on developing and implementing a comprehensive, cohesive County marketing/image plan is evident. Resources (personnel and financial) are not allocated specifically to "market" the County. The current structure does not provide a mechanism to ensure that all marketing efforts are tied to one, unified goal and strategy. Mandated programs (Am Radio and Community Periodicals) are not maximized. In addition, there are sizeable workloads in the Graphics and Translations areas that result in product backlogs.

3. Identify new/unmet demands

The manner in which our community obtains information has changed. While traditional venues remain available, the Department is continually asked for services it is not currently staffed to provide. For example, video production services (developing training videos, presentation videos, etc.) provide an excellent tool for marketing our services. This service is frequently not provided due to lack of staffing/resources. There are sizeable workloads in the Graphics and Translations areas that result in product backlogs. Both areas will be further tasked with supporting any comprehensive marketing effort.

4. Recommend organizational changes

The following organizational changes are recommended at this time:

- a. Create a Marketing and Public Affairs Division (M&PA) (Two new positions: Manager, project coordinator). Shift newly reclassified Sr. Media Relations Specialist from Media Resources (this individual is currently at GOB).
- b. Shift secretary from Director's Office to new M&PA; add new Receptionist
- c. Shift the Special Events Services Division into the new Marketing and Public Affairs Division (2 positions); create as a section of the division
- d. Shift the Advertising and Marketing section of Media Resources into the new M&PA (3 positions; eliminate part time position)
- e. Streamline the responsibilities of the Media Resources Section to focus exclusively on media relations; downgrade one Sr. Media Relations Specialist position in Media Resources into Media Relations position/bilingual Creole (note: savings from downgrade may need to be augmented to obtain a part time bilingual Creole PIO if the recruitment is not successful).
- f. Shift all non-creative, general support functions under the Assistant Director's Office;
- g. Eliminate or down grade positions to off-set additional costs
- h. Develop a plan for the resources included in the budget associated with implementing a countywide marketing program (image/branding)
- i. Initiate enhancements to assist with workloads/demands:
 - i. Convert temp graphics artist into permanent position; position is partially funded by Park and Recreation
 - ii. Convert two part-time translators into full-time positions; use the savings from the recently vacated position in Employee Recognition to cover costs.
 - iii. Convert one full-time engineer (funded 50% by MDPD) into a part time video editor; MDPD to pick up the engineer
 - iv. Add additional TV producer to assist with on-demand videos and Children's programming; seek partial funding from Children's Trust

The new Marketing and Public Affairs Division would be tasked with the following:

- Implementation of County branding/image program and countywide marketing campaign, including coordination with existing Service Excellence program training
- Provide marketing support to departments; coordinate department-driven marketing plans with County's overall marketing plan
- Fully Implement expanded In-Kind Program, to include event participation
- Produce internal (employee) and external newsletters
- Coordinate advertising placement, including community periodical program
- Coordinate media buys (radio/TV) including AM Radio program
- Plan and coordinate special events
- Identify, coordinate and staff community events

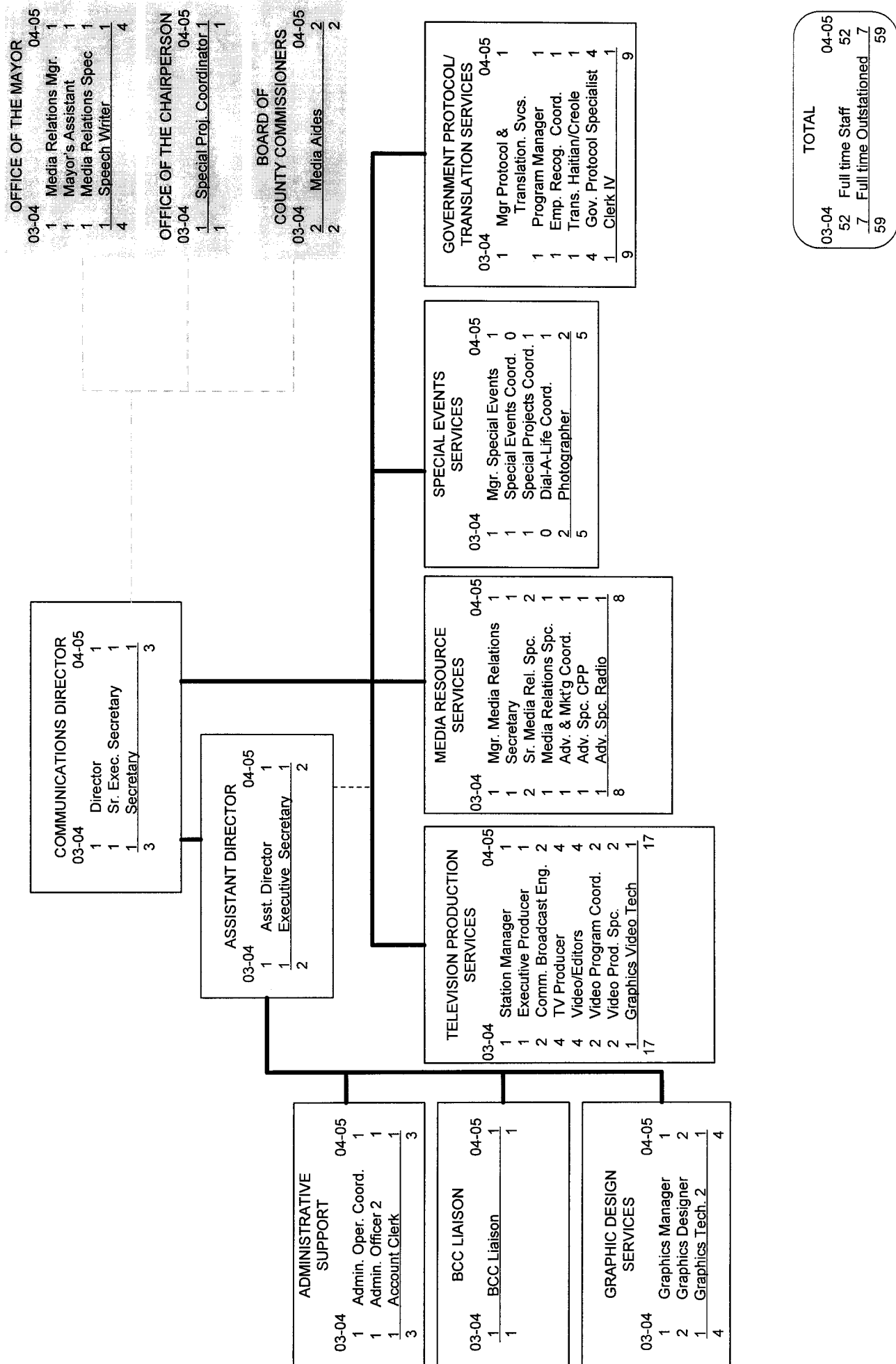
Summary:

It is recommended that a new Marketing and Public Affairs Division be created to implement and coordinate a countywide marketing plan for the County. Attached, please find a proposed, new Staffing Chart for FY 04-05 (Attachment 3), and a narrative summary further describing the proposed structure to support this recommendation (Note: Staffing Chart does not reflect the four proposed enhancements). Also attached, please find a spreadsheet reflecting the costs anticipated with this proposed re-organization (Attachment 4). The total costs (staffing and other operating expenses) are \$261,900. We have also identified \$34,940 in other enhancements and adjustments that we will continue to refine over the next few months.

cc: Jennifer Glazer-Moon, Budget Director
Amber Riviere, Budget Analyst

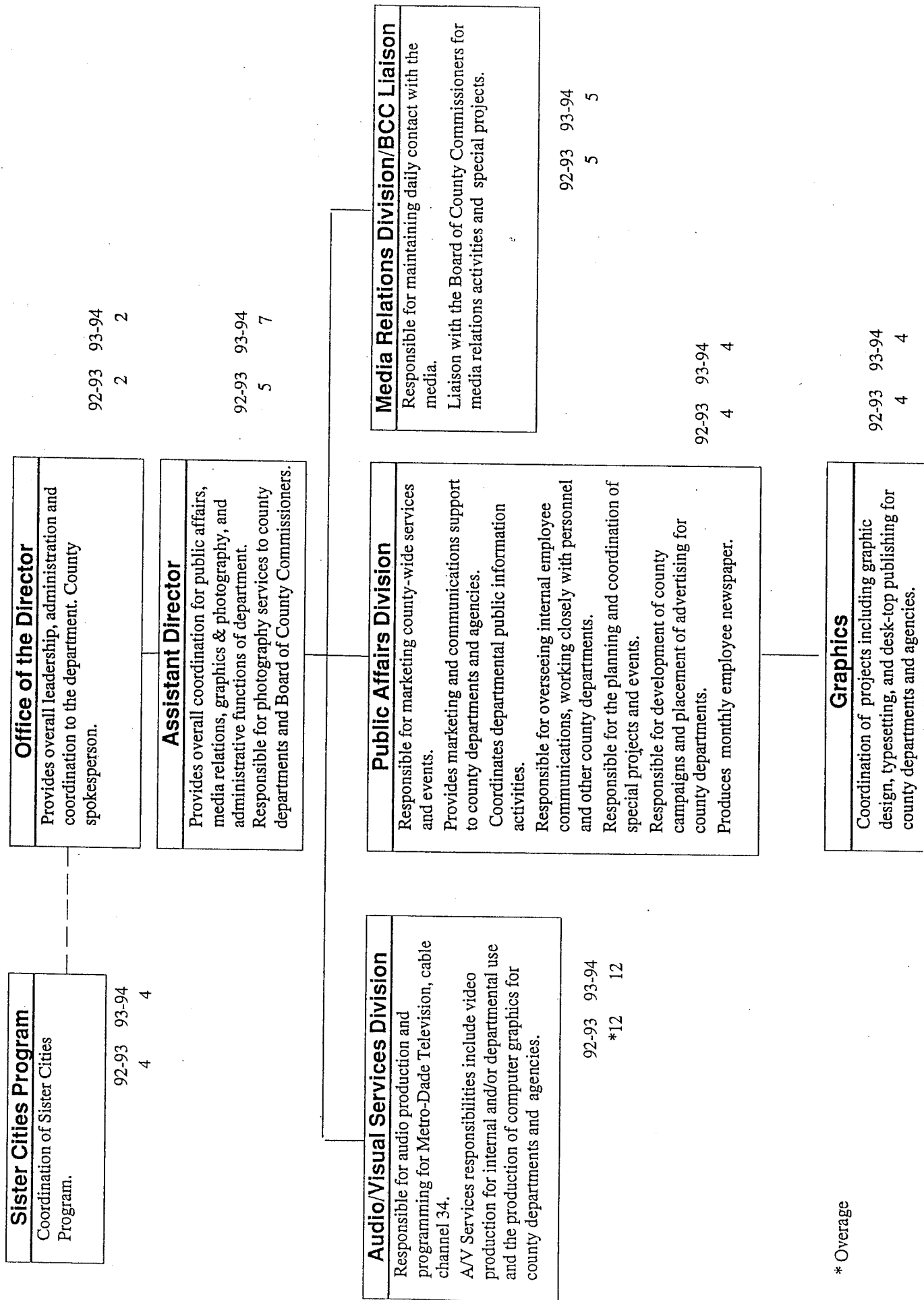
COMMUNICATIONS DEPARTMENT

Staffing Chart FY 04-05



COMMUNICATIONS DEPARTMENT

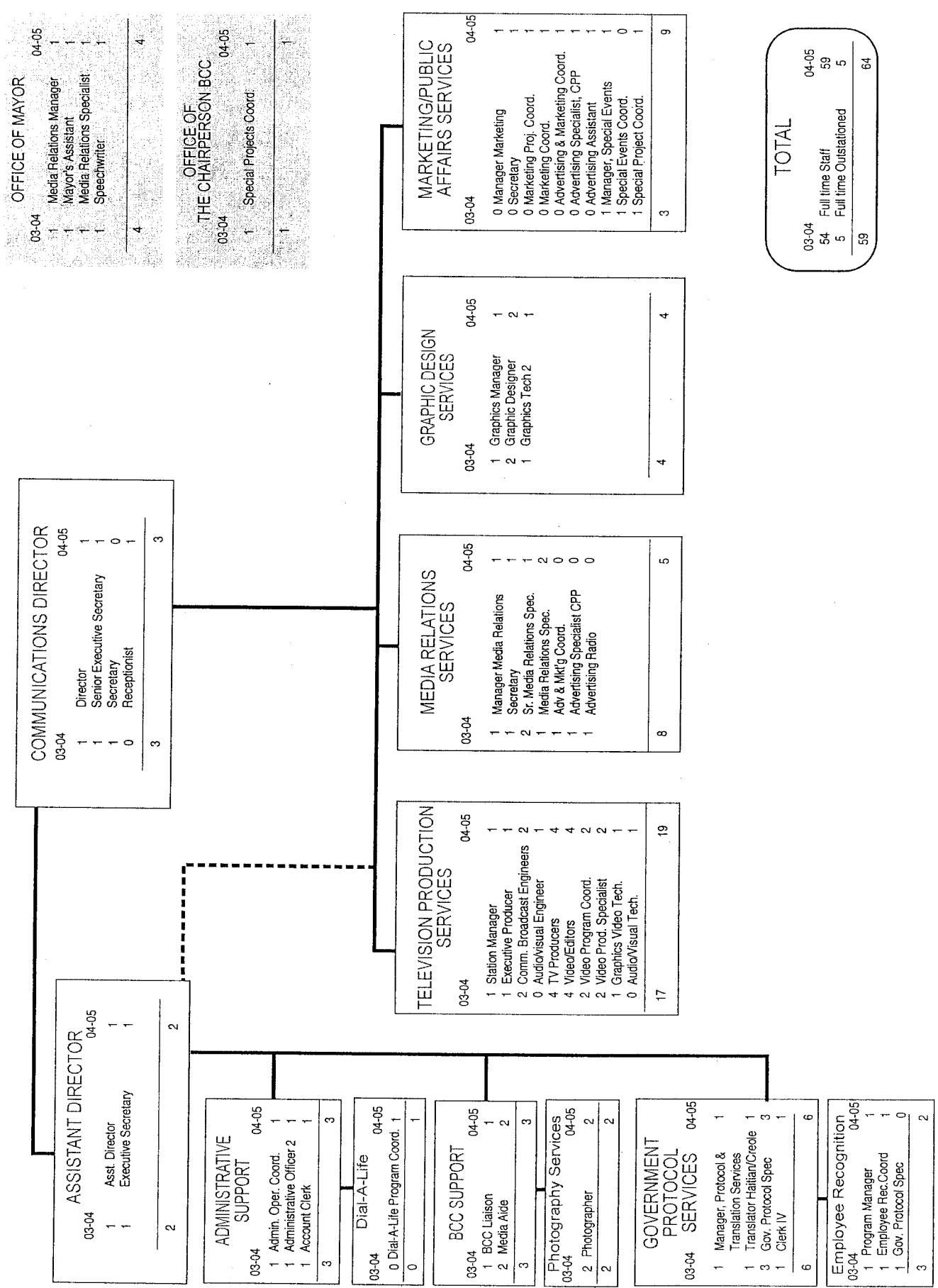
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COMMUNICATIONS DEPARTMENT

Proposed Staffing Chart FY 04-05



TOTAL	
03-04	04-05
54	59
5	5
59	64

COMMUNICATIONS DEPARTMENT
FISCAL YEAR 2004-05
 (Reflects only Full Time positions)

Office of the Director (3)

Leadership, administration and coordination to the department. County spokesperson.

Director
 Department Head Secretary
 Receptionist (**new position**)

Assistant Director (19)

Oversees administration, BCC support, employee recognition, photography, protocol and translation sections of the department:

Assistant Director
 Administrative Secretary

- **Administration (4)**

Dial-A-Life Program, fiscal/budget administration, procurement, and personnel.

Dial-A-Life Coordinator
 Administrative Operations Coordinator
 Administrative Officer 2
 Account Clerk

- **Board of County Commissioners Support Services (3)**

Media and public relations support to the Chair and Members of the BCC. Event coordination.

BCC Liaison
 Media Aide (2 positions)

- **Photography (2)**

Photography services to county departments and Board of County Commissioners. Digital photo library.

Photographer (2 positions)

- **Protocol and Translation Services (8)**

Protocol documents. Translation services in Spanish and Haitian-Creole. Interpretation services at BCC and other County meetings, mediations, hearings, and radio and television stations.

Recognition programs: Employee Service award, "Whatever It Takes" award, Special Recognition Increase, Executive Service award, Emergency Service award, Employees of the Month or Year and EPlause "You Make a Difference!" award.

Manager, Protocol & Translation Services
 Clerk IV
 Translator Haitian/Creole
 Government Protocol Specialist (3 positions)
 Manager, Employee Recognition
 Employee Recognition Coordinator

Graphic Design Section (4)

Graphic Design and layout of newsletters, ads, invitations, brochures, posters, programs, flyers, and mailers. Branding campaign.

Graphics Section Manager
 Graphic Designer (2 positions)
 Graphics Technician II

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Marketing and Public Affairs (9) - New Division

Branding/countywide marketing, special events and projects, expanded in-kind program, School Tour Program, Community Periodical Program, ad buys and placement, AM Radio Program, PR campaigns, internal/external newsletters

- Division Manager (**new position**)
- Secretary (existing; transferred from Director's office)
- Marketing Project Coordinator (existing Sr. Media Rel Spec transferred from Media Relations)
- Marketing Coordinator (equiv. to Media Relations Specialist) (**new position**)
- Special Events Manager (existing; transferred from its own division)
- Special Project Coordinator (existing; transferred from its own division)
- Advertising/Marketing Coordinator (existing; transferred from Media Relations)
- Advertising Specialist (existing; transferred from Media Relations)
- Advertising Assistant (existing; transferred from Media Relations)

Media Relations Division (5)

Media inquiries, media advisories, press conferences/events, public records requests, crisis management, PIO support, newspaper clipping service, biographies, County Manager support (speaking points, media/event scheduling, columns, etc.)

- Division Manager
- Secretary
- Sr. Media Relations Specialist
- Media Relations Specialist (existing position downgraded from Sr. Media Relations Spec)
- Media Relations Specialist

Miami-Dade Television (19)

Government TV channel, gavel to gavel coverage of legislative meetings, Commission Chambers, Promotional Spot Program, educational and promotional videos, public service announcements, press conference coverage, event staging, video duplication, audio/visual consulting.

- Station Manager
- Executive Producer
- Broadcast Engineers (2 positions)
- Broadcast Engineer (**transfer from GSA**)
- TV Producers (4 positions)
- Video/Editors (4 positions)
- Video Program Coordinator (2 positions)
- Video Production Specialist (2 positions)
- Graphics Video Technician
- Audio/Visual Technician (**transfer from GSA**)

**Communications Department
Cost to Implement Marketing Initiative
Fiscal Year 2004 - 2005**

Description	Position Count	Amount +/(-)
Marketing and Public Affairs Division:		
Create a Marketing and Public Affairs Division. Transfer (1) Sr. Media relations manager from the Media Relations Division; transfer and re-align the Advertising/Marketing section (3 people); transfer and re-align the Special Events Division (2 people); transfer Secretary to support division and assign additional tasks; add two (2) marketing positions to support our marketing initiatives as part of the County Manager's priorities (Partial funding has been identified in existing budget):		
Add a Manager, Marketing Division (Grade 4)	1	\$89,620
Add a Marketing Project Coordinator (equivalent to a Media Relation Specialist)	1	55,280
Sr. Media Relation Specialist (Overage in fiscal year 2004)	1	72,000
Operational Costs (Computer, Space, and Miscellaneous)		10,000
Transfer Special Events to the Marketing Division and eliminate executive benefit payments to the Manager, Special Events Division		(10,000)
Requested Funding	3	\$216,900
Downgrade an existing Advertising Specialist position to Advertising Assistant		
Add an Advertising Assistant (equivalent to AO 1)	1	\$43,355
Add an Advertising Clerk Part-time (985 hours annually)		8,145
Eliminate an existing Advertising Specialist	(1)	(51,500)
Requested Funding	0	(\$0)
Subtotal - Marketing & Public Affairs Division	3	\$216,900
Director's Office		
Create a receptionist to replace a secretary who will be transferred to the Marketing Division. The secretary formerly performed receptionist duties for the department.		
Receptionist	1	\$25,000
Operational Costs (Computer, Space, and Miscellaneous)		\$5,000
Requested Funding	1	\$30,000
Assistant Director:		
Transfer Photography to the Assistant Director, acquire digital photography equipment and develop a digital library to maintain stock pictures of various county facilities and venues (Partial funding has been identified in existing budget).		
Digital Photography Equipment (3 digital camera bodies)		\$12,000
Develop a Digital Library (PC's, software, server)		13,000
Savings from photo film		(10,000)
Requested Funding		\$15,000
Subtotal - Other	1	\$45,000
Total Requested Funding	4	\$261,900

**Communications Department
Requested Enhancements
Fiscal Year 2004 - 2005**

Description	Position Count	Amount +/(-)
Miami-Dade Television:		
Create a Producer to provide Children based programs and to provide additional staff to produce departmental training tapes (Partial funding is being proposed from the Children's Fund)		
TV Producer	1	70,000
Operational Costs (Computer, Space, and Miscellaneous)		5,000
50% Funded by Children's Fund		(35,000)
Requested Funding	1	\$40,000
Create a Part-time Video/Editor to augment staff with editing Children programing and departmental training tapes. (Partial funding is provided by the transfer of an existing Broadcast Engineer to the Police Department)		
Add a Part-time Video/Editor (1508 hours annually)	1	\$30,500
Operational Costs (Computer, Space, and Miscellaneous)		\$5,000
Eliminate a Broadcast Engineer (currently partially paid by MDPD)	(1)	(\$45,000)
Requested Funding	0	(\$9,500)
Subtotal - Miami-Dade Television	1	\$30,500
Protocol & Translations:		
Convert Two Part-time Translator Positions to Full-time utilizing an exisiting Protocol Specialist position (Position's funding is possibly neutral based on the elimination of a Protocol Specialist position from ERP)		
Convert a P/T Translator 1 to a F/T position	1	\$18,000
Convert a P/T Translator 1 to a F/T position	1	18,000
Protocol Specialist (vacancy created in ERP)	(1)	(47,255)
Subtotal - Protocol & Translations	1	(\$11,255)
Graphics :		
Create a Graphic Designer position in order to meet the demand for design and layout of informational products throughout the County. Currently one temporary employee augments staff in meeting this demand. We want to convert this position into a full time county position. (This position would be partially funded by Parks & Recreation; they currently fund the existing temporary position)		
Add a Graphic Designer	1	\$45,695
Funding from Park & Recreation		(30,000)
Subtotal - Graphics	1	\$15,695
Total Requested Funding	3	\$34,940

